Department of Commerce QuickHire Program Review

February 1, 2006

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Government Solutions

Agenda

- Purpose and Desired Outcomes

- Introductions

- DOC / MGS Partnership

- Program Pulse Check

- Recommendations

- Client Feedback

- Next Steps

Purpose and Outcomes

Purpose

- Introduce new team members in DOC and MGS

- Share feedback gathered from the user population during recent training sessions

- Present recommendations to address challenges identified in feedback

- Set a renewed focus leveraging successes experienced by users

Desired Outcomes

- Commitment to re-energize our partnership

- Clear understanding of DOC's vision and direction for human capital management

- Define next steps to implement desired recommendations

Introductions

- Department of Commerce
  - Deborah Jefferson, Director Human Resources Management
  - Bill Fleming, Deputy Director Human Resources Management
  - Linda Kirton, Director Office Human Resources Operations
  - Tom Kreider, Information Technology Officer
  - Felicia Purifoy, Director, Office of Policy and Programs
  - Retha Maddox, Human Resources Specialist Office of Policy and Programs

- Monster Government Solutions
  - Jay Allen, Client Delivery Manager
  - Janice Coley, Client Delivery Manager
  - Cecelia Evans, VP Professional Services
  - Patrick Gallagher, Account Executive
  - Bryan Hochstein, VP Business Development
  - Marlies Klose, Vertex Solutions - MGS Corporate Partner
  - Saundra Stisher, Program Manager

DOC / MGS Partnership

- Background
  - Went Live in September 2004
  - Accelerated Implementation
  - Site Visits
  - NOAA Advanced User Training (Dec 2005 – Jan 2006)

- Current Status / Activity
  - Preparing for Xi 4.0 Upgrade
  - Ongoing Training on Xi 4.0
  - Reporting
  - HR Summit

Pulse Check - *Successes*

Basic Stats

- 118,901 registered in system
- 5031 vacancies created by 156 different users
- 373 different series
- 4463 jobs with at least one applicant
- 4789 jobs posted to USAJOBS
- 189180 applications received

Applicant Eligibility

43,921 Ineligible
32,443 Eligible
74,385 Well Qualified
46 Non Competitive
28,029 Best Qualified
816 Selected
609 Declined
975 Hired

Veteran Numbers

89,783 Non Vets
6,380 No Point Vets
15,753 Five Point Vets
483 Ten Point Vets
3,206 CP Vets
3,297 CPS Vets

Pulse Check - *Challenges*

Findings

1. Varying levels of system knowledge and skills
2. System content too broad

3. Communication gaps

4. Fax Imaging requests improperly placed in the registration process
5. DOC HR vision and alignment with OPM is unclear
6. HR resources have limited availability to provide guidance

Impacts

1. Users not utilizing full capabilities of the system
2. Users forced to work through other Bureaus' content
3. Departments and Bureaus out of sync creating inconsistent efforts and/or duplicative efforts
4. Documents requested at wrong time confuses users
5. Difficult to identify or pursue shared goals
6. Internal customers/Hiring Managers are left to spend time fending for themselves

Recommendations

Recommendations – *Short-term Wins*

- Upgrade to 4.0

- Enhancing Series / Grade Question Association

- Develop long-term training plan

- Onsite 4.0 testing support

- Deliver training for Hiring Managers

- Take advantage of every opportunity to expose users to the QuickHire Application

Recommendations - *Technology*

Silver Search – ROS Integration

- Single Portal for all DOC opportunities
- Improved alignment with PMA e-Gov initiative

Revise Organizational Structure

- Separate organizations for each Bureau
- Autonomy and control over content

Business Intelligence

- Real time metrics to analyze performance
- Distribute information to the Execs and Bureaus

Recommendations - *Technology*

Re-Implement Fax Imaging

- Easier for Applicants/HR Users to understand
- Improve document collection process

Set Baseline Score Near Zero

- Improve the quality of candidates
- Reduce HR-user workload

Collect RNO Data

- Understanding applicant diversity
- EEOC reporting

Recommendations - *People*

Market Trends…

Effective Change Management Enables Successful IT Implementation

"Implementing **IT change** can involve not only technical risks, but also non-technical **risks**, such as those associated with **people and culture**. "
GAO Report 04-957T

"Creating an effective communications strategy should be an essential component of the Bureau's efforts to transform its human capital system and programs. "
NAPA Report - Transforming the FBI

"Our people weren't quite **ready or trained** as the new system came aboard."
Harry You, CEO Bearing Point

"DHS clearly does not have a plan that identifies the **critical links** that must occur **across IT/HC**, timing to make these links occur, how they will occur, and **who will drive and mange them**. "
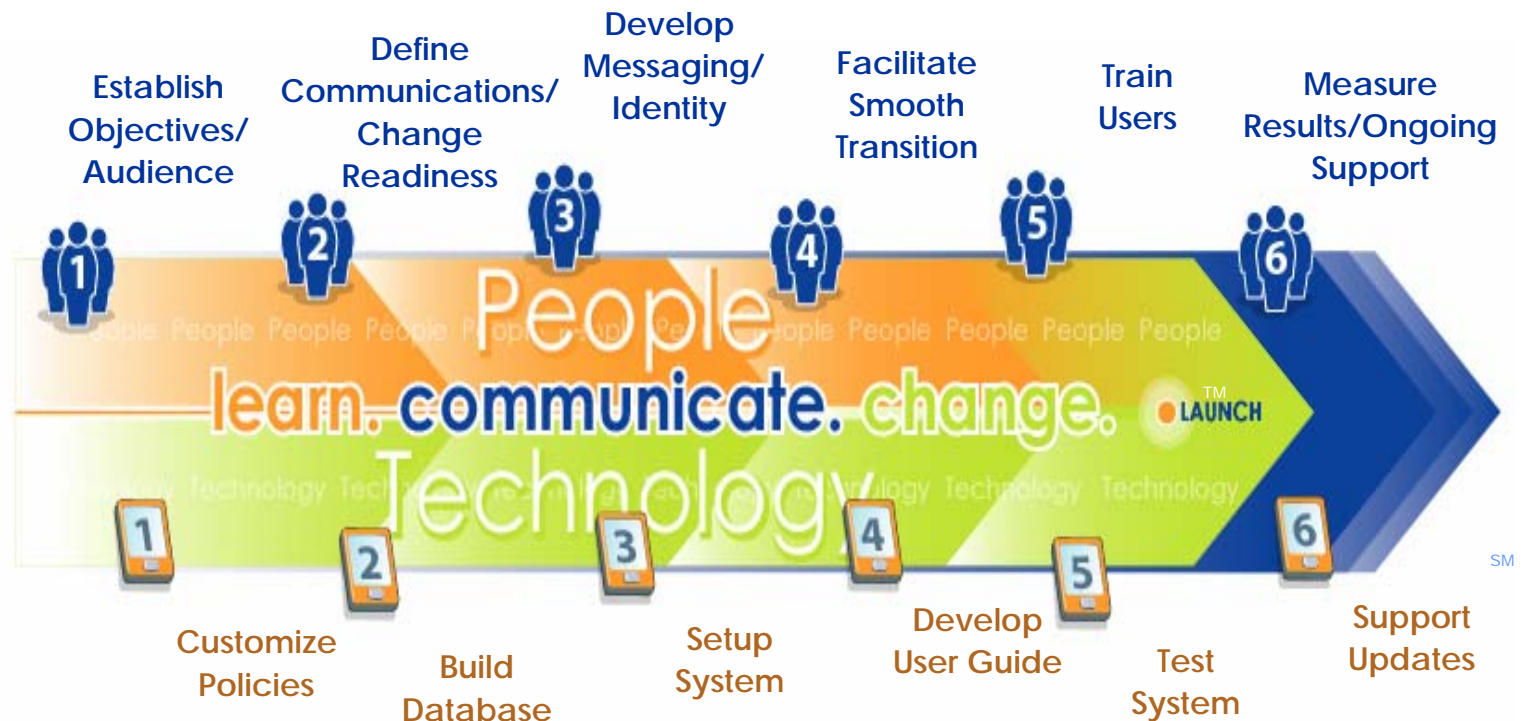**GAO Report 05-573T**

Recommendations - *People*

Typical Indicators of Need for Change Management

Possible Problem Indicators	Possible Reason	Proposed Intervention
"This is the first I've heard of QuickHire."	Communication roadblocks among stakeholders	Communications
"I heard that QuickHire …"	Inconsistency and reach in messaging	Communications
"Why do we need this system anyway?"	Fear; lack of trust	Change Management
"How is this going to change what I do?"	Lack of understanding	Change Management
"The system is going to increase my workload!"	Wasn't informed of benefits	Change Management & Communications
"I can't remember how to do this?"	Untimely training/ lack of job aids	Refresher Training

Recommendations - *People*

Change Management Methodology

Establish Objectives/ Audience — 1

Define Communications/ Change Readiness — 2

Develop Messaging/ Identity — 3

Facilitate Smooth Transition — 4

Train Users — 5

Measure Results/Ongoing Support — 6

People
learn. communicate. change. ● LAUNCH™

Technology

Customize Policies — 1

Build Database — 2

Setup System — 3

Develop User Guide — 4

Test System — 5

Support Updates — 6

SM

Recommendations - *People*

Establish Objectives

- Convene HR super-users and clients to document shared vision for successful QuickHire integration
- Define performance metrics and success criteria
- Establish accountability team to implement and manage performance metrics
- Align with OPM

Define Communications

- Document needs of, and benefits to, each user type
- Specify most effective communication styles
- Create centralized and local user groups
- Define who, what, where, how, and why of messaging

Recommendations - *People*

Develop Messaging

- Promote DOC branding
- Develop communication calendar
- Obtain DOC champion sign-off

Facilitate Smooth Transition

- Process assessment
- Develop job aids
- Transition readiness workshops

Recommendations - *People*

Train Users

- Outline comprehensive system training plan
- Provide job aids
- Implement refresher training

Measure Results/Ongoing Support

- Apply performance metrics to assess results
- Assign responsibility to monitor progress

Client Feedback

Comments

Questions

Suggestions

Next Steps

❑ Accept recommendations as means to enable success

❑ Select date to start MGS discovery phase
- DOC Vision session
- Solicit additional feedback from the field

❑ Define Scope of Work

❑ Kick-off Meeting with DOC

❑

❑